Strategic Plan for
Holy Family Catholic School

2015-2018

“Challenging the Mind, Inspiring the Heart”

Diocese of Austin
Catholic Church of Central Texas
Introduction to Holy Family Catholic School.................................................................3
Mission Statement........................................................................................................3
Philosophy and Goals..................................................................................................3
Vision............................................................................................................................3
Core Values..................................................................................................................3
Context for Strategic Planning .....................................................................................3
Strategic Plan Areas of Priority .....................................................................................4
  I. Mission, Philosophy, and Vision.................................................................5
  II. Community.......................................................................................................6
  III. Governance, Administration and Management.............................................6
  IV. Academic Excellence.........................................................................................7
  V. Student Activities and Services.........................................................................8
  VI. Financial Planning.............................................................................................9
  VII. Facilities and Grounds.....................................................................................9
  VIII. Institutional Advancement.............................................................................10
Summary and Conclusion............................................................................................10
Introduction to Holy Family

Holy Family Catholic School is a regional school located in northwest Austin, and part of the Catholic Diocese of Austin, serving over 500 students in grades PreK- 8th grade. The school enjoys a special relationship with seven supporting parishes – St. Albert the Great, St. Thomas More, St. John Vianney, St. Margaret Mary, St. Vincent de Paul, St. William and St. Mary, Our Lady of the Lake. Holy Family is accredited by the Texas Catholic Conference Accreditation Commission and the Southern Association of Colleges and Schools (SACS).

The school operates with a Board of Directors and Advisors and the President/Principal governance model. The role of the Board of Directors and Advisors is identified in the school bylaws. The President oversees both Holy Family Catholic School and St. Dominic Savio Catholic High School, while the Principal serves the Holy Family school community.

Mission Statement

Holy Family Catholic School is a regional school that works with parents to nurture the growth of the whole child – spiritually, intellectually, socially, emotionally, and physically. Our school is Catholic – promoting the teaching of the Church and inclusive of diverse cultures and socioeconomic backgrounds.

Philosophy and Goals

- Spiritual – Fostering a commitment to know, love and serve God and one another
- Intellectual – Encouraging each child to attain his or her fullest potential
- Social – Guiding students to become conscientious, successful members of a global community
- Emotional – Respecting and celebrating each child’s individuality
- Physical – Promoting a positive attitude towards a healthy lifestyle

Vision Statement

Challenging the Mind, Inspiring the Heart.

Core Values

Holy Family Catholic School embraces a Catholic Identity rooted in Gospel values and is committed to the development of the whole child, service to others and faith formation.

Context for Strategic Planning

The Holy Family Catholic School Leadership Team and Board of Directors/Advisors understand the importance of strategic planning as a means to address both the tremendous opportunities and challenges that face Holy Family over the next 3 to 5 years.

Holy Family Catholic School will be guided by our mission statement, philosophy and goals, as well as vision and core values to determine the necessary priorities and strategies to achieve identified goals. The Strategic Plan includes measurable goals, benchmarks and action steps that are realistic and attainable, but challenging.
Holy Family’s governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. The success of our school mission depends on the key components of effective governance and leadership in planning for the long term development of the school. We are committed to the principles and practices of excellence, which are essential to insuring Catholic identity, academic excellence, and the operational vitality of the school.

**Strategic Plan Areas of Priority**

The Strategic Plan 2015-2018 sets goals, benchmarks and annual action steps in eight key areas of focus. It enables the school to plan for program changes, implementation and management in an orderly and systematic way.

The Strategic Plan 2015-2018 was developed from key resources: School bylaws, TCCED accreditation requirements, the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools, as well as review and input gathered from faculty, staff, and parent surveys.

The Plan identifies goals, benchmarks and action steps that are organized around eight key areas:

I. Mission, Philosophy and Vision  
II. Community  
III. Governance, Administration and Management  
IV. Academic Excellence  
V. Student Activities and Services  
VI. Financial Planning  
VII. Facilities and Grounds  
VIII. Institutional Advancement
I. Mission, Philosophy and Vision

**Goal:** Holy Family Catholic School will be guided by our mission, philosophy and vision that embrace a Catholic Identity rooted in Gospel values and is committed to the development of the whole child, service to others and faith formation.

**Benchmarks:**
1) The leadership team will use the mission statement, philosophy and goals as the foundation and normative reference for all planning.
2) Students will be provided with a rigorous academic program for religious studies and catechesis in the Catholic faith, and will develop an understanding of the Church’s social teachings.
3) Students will have opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.
4) Students will be offered regular opportunities to reflect on their life experiences and faith through retreats and other activities.
5) Within an academic curriculum that integrates faith, culture and life, the faculty will use the lenses of Scripture and the Catholic tradition in all subjects to help students think critically and ethically about the world around them.
6) Catholic culture and faith will be expressed in the school experience through multiple and diverse forms of visual and performing arts, music and environment.

**Annual Goals for 2015-2016**

1) The school will implement the adoption of new religion texts for PreK-3rd that are specifically aligned to the Diocese of Austin’s religion curriculum. The school will evaluate new religion texts for upper elementary and will continue to develop new learning experiences for middle school.
2) A one semester Human Anthropology class will be implemented for the 8th grade, as a companion course for the 8th grade Social Justice elective. These will be taught by the Dominican sister.
3) A Family Reconciliation Day is planned for Advent where families can come together for Reconciliation. This activity reflects the message of the World Meeting of Families to be held in September, and the Year of Mercy which will begin in Advent.
4) A grade level mini retreat will be added for 2nd through 5th grade; coordinated by the Division Level and administration.
5) The Social Justice class will plan and coordinate two school wide service projects for the fall and spring semester that will be implemented throughout the school. One project will address local needs, and one will address global needs. Social Justice students will work with lower grade students to help them comprehend the importance of the specific project and their personal participation.
6) Classes will begin to prepare for Mass attendance at St. Vincent de Paul, implementing new strategies for enhancing the liturgical experience through visual arts, music and the Church environment.
II. Community

**Goal:** Holy Family will promote the full integration of our catholic identity within the school community, by promoting Gospel values with the faculty, staff, parents, and students.

**Benchmarks:**
1) The school will provide regular opportunities for prayer, liturgy, spiritual formation and service.
2) The school will provide opportunities for adult faith formation and action in service of social justice, thus supporting the role of faculty, staff and parent community to model their faith experience in the school and wider community.
3) The parent community will be encouraged to participate in activities designed to support parents/guardians in their role as the primary educators of their children in faith.
4) Students will participate in Christian service programs that promote the lived reality of action in service of social justice.
5) Students, parents, faculty, staff and board members will be encouraged to be actively involved in their parish communities.
6) The school will provide opportunities for students to develop a sense of self-worth and belonging.
7) The school will seek ways to become a viable part of the local civic community.

**Annual Goals for 2015-2016**

1) The move to St. Vincent de Paul for Mass will provide additional opportunities for student and family participation.
2) In addition to the school wide service projects, individual grade level service projects will be created to enhance student awareness of community needs.
3) The school will provide learning opportunities for students to focus on their own self worth and the value of others.
4) School leaders will be actively engaged in civic community activities through Chamber of Commerce participation, supporting parish activities, and local community events.

III. Governance, Administration and Management

**Goal:** The leadership team and Board of Directors/Advisors will collaborate and plan for the long term success and operational vitality of the school.

**Benchmarks:**
1) The Board of Directors/Advisors will actively serve to advance the mission and priorities of the school through board and committee participation, as guided by the bylaws.
2) The leadership team and Board of Directors/Advisors will develop and annually update a five year operational plan that includes both current and projected budgets, emphasizing faithful stewardship.
3) The leadership team and Board of Directors/Advisors will implement plans to add a third section of classes, including budget planning for expansion and construction.
4) The school will provide regular communication to Pastors of the seven participating parishes to keep them abreast of school plans and activities.
5) The leadership team will seek to fully implement the mission and priorities of the school through program implementation, staff development and program evaluation.

6) The leadership team will provide for the professional growth and faith formation of the faculty and staff.

7) The leadership team will collaborate with the Parent Association, supporting parishes and Diocesan personnel to support the needs and development of the school community.

Annual Goals for 2015-2016

1) The school will modify the current Five Year Financial Plan to include information based on the growth of one section per grade level for the upcoming years.

2) Planning will commence for the implementation of the master plan to include architectural designs, construction planning and budget estimates.

3) School leaders will keep Pastors abreast of the current growth plans and ongoing needs of the school.

4) The administration will continue to support the creation of faith formation classes on campus, which are being earned by the faculty.

IV. Academic Excellence

Goal: In support of our mission, the School’s academic program nurtures the growth of the whole child – spiritually, intellectually, socially, emotionally and physically. Holy Family Catholic School will offer students a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

Benchmarks:

1) The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.

2) Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.

3) Curriculum and instruction for 21st century learning will provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.

4) Curriculum and instruction for 21st century learning will prepare students to become expert users of technology, able to create, publish, and critique digital products that reflect their understanding of the content and their technological skills.

5) Classroom instruction is designed to intentionally address the affective dimensions of learning, such as intellectual and social dispositions, relationship building, and habits of mind.

6) Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.

7) Faculty will collaborate in professional learning communities to develop, implement and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.
8) Faculty and staff will engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning.

9) Faculty will use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment.

10) Criteria will be used to evaluate student work and the reporting mechanisms are valid, consistent, transparent, and justly administered.

Annual Goals for 2015-2016

1) Pre AP curriculum enhancements have been added to the Algebra and Geometry classes for this school year, and future plans include adding it to grades 6th through 8th math classes.

2) Latin I has been added as an elective for 7th and 8th grade.

3) The Human Anthropology elective has been added as the second semester for 8th grade Social Justice Students.

4) Project Lead the Way (PLTW) middle school program called A Gateway to Technology has been added as an elective for 7th and 8th grade and will become part of the technology curriculum for all 6th graders.

5) Private School Interscholastic Association (PSIA) material is being added to enrichment plans in grades 1 through 8.

6) The English Language Arts faculty will work to evaluate the writing component and its consistency in vertical alignment throughout the grade levels.

7) The K-6 math teachers will implement a newly adopted math series that has a focus on digital and interactive resources.

8) The school will implement the use of new computers for the faculty, staff, computer lab and engineering class. Training will be conducted during in-service and throughout the school year in computer use and software changes.

V. Student Activities and Services

Goal: Holy Family Catholic School will provide programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Benchmarks:

1) Co-curricular and extra-curricular activities will provide opportunities outside the classroom for students to further identify and develop their gifts and talents and to enhance their creative, aesthetic, social/emotional, physical, and spiritual capabilities.

2) Guidance services, wellness programs, and ancillary services will provide the necessary support for students to successfully complete the school program.

3) School-wide programs for parents/guardians will provide opportunities for parents/guardians to partner with school leaders, faculty, and other parents/guardians to enhance the educational experiences for the school community.

Annual Goals for 2015-2016

1) The school will collaborate with Lord of Life Lutheran Church to provide after school care for PreK – 8th grade.
2) The after school Creative Movement class will continue for K – 2nd grade. Ballet and Jazz class will be offered for 3rd through 5th grade.
3) The Guidance program will continue to be implemented weekly in each class, along with the Second Steps program (anti-bullying program) in 3rd through 5th grade.
4) The PE Department will work to integrate Marathon Kids into the PE program.

VI. Financial Planning

Goal: Holy Family Catholic School will operate with sound financial plans and practices, including needs based assessments and strategic planning, which provide for the long term operational vitality of the school.

Benchmarks:

1) The school will maintain a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.
2) Financial plans will define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, supporting parishes, parent associations, public funding/resources, cost sharing partnerships, diocesan assistance, foundation gifts, development income, and entrepreneurial options.
3) Financial plans will include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
4) The school will provide families access to information about tuition assistance and long term planning for tuition and Catholic school expenses.
5) The administration and board will ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

Action Goals for 2015-2016

1) The Five Year Financial Plan will be updated to include the additional class, construction costs and debt service payments.
2) The school will seek to further develop grant opportunities, development enhancements and parish outreach.
3) The school will evaluate the need for additional tuition assistance as the school grows.

VII. Facilities and Grounds

Goal: Holy Family Catholic School will develop and maintain the facilities, equipment, and technology management plan that is designed to continuously support the implementation of the educational mission of the school.

Benchmarks:

1) The school’s budget will support the facilities, equipment and technology management needs with specific funds for capital improvements, maintenance and replacement.
2) The school’s purchasing, and physical and technological improvements are, by design, done in alignment with the mission and the school’s planning and curricular goals, consistent with environmental stewardship.
3) The Preventative Maintenance Plan will be regularly implemented.
4) Long range planning will serve as a guide for upcoming construction projects for campus expansion.

Annual Goals for 2015-2016

1) The school will complete a needs assessment for Phase II new construction needs and select professional partners to support the implementation of the master plan.
2) The school will implement new technology enhancements through the purchase of student, faculty and staff computers, as well as professional training.
3) Long range planning will be used to support construction planning, as well as additions to faculty, staff and building needs.

VIII. Institutional Advancement

Goal: Holy Family Catholic School will operate from a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management and development.

Benchmarks:
1) The communications/marketing plan will be implemented by the administration and staff to insure the use of contemporary, multiple information technologies to reach targeted audiences for the purpose of building brand identity, and awareness of the school and its programs.
2) An annual grant writing plan will be used to help secure additional funding for the school through the solicitation of private, corporate and family foundations.
3) The enrollment management plan will be implemented to prepare the school for the management of student growth, program interests, and enrollment/retention patterns.
4) The development plan will be implemented that insures that key strategies are in place to communicate the case for support of the school, build relationships within the school and local community, encourage contributions to the school and its programs and to gratefully acknowledge our supporters.

Annual Goals for 2015-2016

1) The school will develop a brand identity document to guide decisions about use of logo and marketing.
2) The school will focus on parish outreach to share information about the school with prospective families and the schedule for Information Sessions.
3) An Enrollment Plan will be used to guide decision making as the school prepares for student growth over a nine year period.
4) A development plan will be used to guide the overall development program, share with the school community and build family and community participation in fundraising.

Summary and Conclusion

The Strategic Plan provides a valuable opportunity for ongoing evaluation of program and school needs. The document serves as a general guideline for planning and decision making, and can be modified as new information becomes available. We look forward to the opportunities that
our goals and annual action steps provide, and we look forward to enjoying the progress that can be made in a growing and ever-evolving school.